

# Military Awards

AWARD	APPROVAL LEVEL	LEAD TIME
Distinguished Service Medal	HRC	90 Days
Legion of Merit - Other than Retirement	Awards Board, AASA (Ms. Riley)	90 Days
Legion of Merit - Retirement	ASA (ALT)	60 Days
Meritorious Service Medal	ASA (ALT)	60 Days
Army Commendation Medal	Director ACA	45 Days
Army Achievement Medal	Director ACA	45 Days

## Common Errors

- Block 9 of DA Form 638 must read U.S. Army
- Justifications for AAM, ARCOM, and MSM must be provided in bullet or paragraph format on DA Form 638 along with proposed citation
- Justification for LOM must be provided on separate page with annotations on DA Form 638 to "See Attached"
- Proposed citation from LOM must also be provided on separate page
- LOM justifications must be one page only, can be single spaced
- Refer to AR 600-8-22 for additional information on awards

RM – Human Resources

**RECOMMENDATION FOR AWARD**

For use of this form, see AR 600-8-22; the proponent agency is ODCSPER

For valor/heroism/wartime and all awards higher than MSM, refer to special instructions in Chapter 3, AR 600-8-22.

1. TO OSA, ALT, 103 ARMY PENTAGON WASHINGTON DC 20310	2. FROM	3. DATE
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**PART I - SOLDIER DATA**

4. NAME SAMPLE RETIREMENT LOM	5. RANK	6. SSN
7. ORGANIZATION	8. PREVIOUS AWARDS	
9. BRANCH OF SERVICE U.S. ARMY	10. RECOMMENDED AWARD LOM	11. PERIOD OF AWARD a. FROM b. TO
12. REASON FOR AWARD 12a. INDICATE ACH, SVC, PCS, ETS, OR RET RET		13. POSTHUMOUS YES <input type="checkbox"/> NO <input type="checkbox"/>
12b. INTERIM AWARD IF YES, STATE AWARD GIVEN		

**PART II - RECOMMENDER DATA**

14. NAME	15. ADDRESS
16. TITLE/POSITION	17. RANK
18. RELATIONSHIP TO AWARDEE	19. SIGNATURE

**PART III - JUSTIFICATION AND CITATION DATA** (Use specific bullet examples of meritorious acts or service)**20. ACHIEVEMENTS****ACHIEVEMENT #1**

SEE ATTACHED JUSTIFICATION

**ACHIEVEMENT #2**

SEE ATTACHED JUSTIFICATION

**ACHIEVEMENT #3**

SEE ATTACHED JUSTIFICATION

**ACHIEVEMENT #4**

SEE ATTACHED JUSTIFICATION

**21. PROPOSED CITATION**

SEE ATTACHED CITATION

NAME SAMPLE RETIREMENT LOM		SSN	
<b>PART IV - RECOMMENDATIONS/APPROVAL/DISAPPROVAL</b>			
22. I certify that this individual is eligible for an award in accordance with AR 600-8-22; and that the information contained in Part I is correct.		22a. SIGNATURE	22b. DATE
23. INTERMEDIATE AUTHORITY	a. TO MILDEP ASA(ALT)	b. FROM Director, US Army Contracting Agency, Falls Church, VA 22041-3201	c. DATE
d. RECOMMEND: <input checked="" type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL		UPGRADE TO:                      DOWNGRADE TO:	
e. NAME SANDRA O. SIEBER		f. RANK SES	
g. TITLE/POSITION DIRECTOR, ACA		h. SIGNATURE	
i. COMMENTS			
24. INTERMEDIATE AUTHORITY	a. TO ASA(ALT)	b. FROM MILDEP ASA(ALT)	c. DATE
d. RECOMMEND: <input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL		UPGRADE TO:                      DOWNGRADE TO:	
e. NAME JOSEPH L. YAKOVAC		f. RANK LTG	
g. TITLE/POSITION MILDEP TO ASA(ALT)		h. SIGNATURE	
i. COMMENTS			
25. INTERMEDIATE AUTHORITY	a. TO	b. FROM	c. DATE
d. RECOMMEND: <input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL		UPGRADE TO:                      DOWNGRADE TO:	
e. NAME		f. RANK	
g. TITLE/POSITION		h. SIGNATURE	
i. COMMENTS			
26. APPROVAL AUTHORITY	a. TO MPSC AWARDS BRANCH	b. FROM ASA(ALT)	c. DATE
d. <input type="checkbox"/> APPROVED <input type="checkbox"/> DISAPPROVED		RECOMMEND UPGRADE TO:                      DOWNGRADE TO:	
e. NAME CLAUDE M. BOLTON, JR		f. RANK EXL IV	
g. TITLE/POSITION ASA(ALT)		h. SIGNATURE	
i. COMMENTS			
<b>PART V - ORDERS DATA</b>			
27a. ORDERS ISSUING HQ	27b. PERMANENT ORDER NO.	31. DISTRIBUTION	
28a. NAME OF ORDERS APPROVAL AUTHORITY	28b. RANK		
28c. TITLE/POSITION	29. APPROVED AWARD		
28d. SIGNATURE	30. DATE		

## **NARRATIVE**

Lieutenant Colonel XXXXX X XXXXX, SSN-XX-XXXX, is recognized for exceptionally meritorious performance of duty during a XX year Army career while serving in positions of increasing responsibility culminating in his assignment as XX. While serving as a XXXXXXXXXXXXXXXXXXXXXXXX for XXXXXXXXXXXXXXXXXXXX Lieutenant Colonel XXXXXXXX tenaciously displayed superior technical and interpersonal skills as ..., gained the approval of over 180 statements of work valued in excess of \$58M. His devoted efforts as the... resulted in the award of three major contracts, exceeding a total of \$200M. This enabled XXXXX and XXXXX to XXXXXXXXXXXXXXXXXXXX thus significantly contributing XXXXXXXXXXXXXXXXXXXX. In a subsequent assignment as XXXXXXXXXXXXXXXXXXXXXXXX he developed various training initiatives which resulted in a significant increase in the certification level of all contracting personnel within his organization. Simultaneously, he efficiently transitioned from the XXXXXXXXXXXXXXXXXXXXXXXX to the Standard Procurement System (SPS). As the Director of the XXXXXXXXXXXXXXXXXXXXXXXX, his dynamic leadership, perseverance, and commitment were instrumental in resolving or closing out numerous longstanding issues with XXXXXXXXXXXXXXXXXXXX. From the XXXXXXXXXXXXXXXXXXXXXXXX, his untiring efforts and flawless support significantly enhanced the Army's XXXXXXXXXXXXXXXXXXXXXXXX. As the Acquisition Commander, XXXXXXXXXXXXXXXXXXXXXXXX, Lieutenant Colonel XXXXXXXX effectively developed/implemented a XXXXXXXXXXXXXXXXXXXXXXXX process to provide timely and accurate estimates of base operations (BASOPS) contract costs, which are a major part of the XXXXXXXX Command's budget. This new process single-handedly reduced the BASOPS contract costs for the installation by \$XX, between FYXX and FYXX, thus allowing the installation commander to use those funds on other crucial high priority needs. On behalf of the installation, Lieutenant Colonel XXXXXXXX crafted and signed a XXXXXXXX contract, with XXXXXXXXXXXXXXXXXXXXXXXX, to privatize XXXXXXXX's electrical system, which incorporated an innovative approach to achieve \$8.5M in savings over this period. The savings will be used to perform critically needed upgrades for XXXXXXXXXXXXXXXXXXXXXXXX. His outstanding service and myriad of contributions, coupled with a tireless devotion to duty, a strong love for his country and the soldiers that protect it, will have a lasting positive impact and reflects great credit upon himself, this command, and the United States Army.

### **NOTE:**

**LIMIT NARRATIVE TO ONE PAGE (1/2 inch margins, size 10 print, and single spacing is allowed)**

**USE OER's/NCOER's FROM LAST 10 YEARS TO WRITE JUSTIFICATION**

**SUBMIT ORB WITH AWARD NOMINATION PACKAGE**

### **CITATION**

Exceptionally meritorious service throughout a XX year military career, culminating in his assignment as XXXXXXXXXX for the XX. Lieutenant Colonel XXXXXXXXXX's outstanding performance of duty in a variety of contracting and program management assignments clearly demonstrates his exceptional leadership ability, consummate technical and negotiation skills, and epitomizes the standards of selfless service and excellence expected of a true professional. Lieutenant Colonel XXXXXXXX's meritorious performance of duty is in keeping with the highest traditions of military service and reflects great credit upon him and the United States Army.

### **NOTE:**

**IF THE FINAL SENTENCE BEGINS WITH HE/SHE - REFLECTS GREAT CREDIT ON HIMSELF OR HERSELF**

**IF THE FINAL SENTENCE BEGINS WITH A NAME - REFLECTS GREAT CREDIT ON HIM OR HER**

**RECOMMENDATION FOR AWARD**

For use of this form, see AR 600-8-22; the proponent agency is ODCSPER

For valor/heroism/wartime and all awards higher than MSM, refer to special instructions in Chapter 3, AR 600-8-22.

1. TO Office of the Administrative Assistant to the Secretary of the Army	2. FROM	3. DATE
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**PART I - SOLDIER DATA**

4. NAME SAMPLE ACHIEVEMENT LOM	5. RANK	6. SSN
7. ORGANIZATION	8. PREVIOUS AWARDS	
9. BRANCH OF SERVICE U.S. Army	10. RECOMMENDED AWARD LOM	11. PERIOD OF AWARD a. FROM b. TO
12. REASON FOR AWARD		13. POSTHUMOUS
12a. INDICATE ACH, SVC, PCS, ETS, OR RET ACH	12b. INTERIM AWARD IF YES, STATE AWARD GIVEN	YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>

**PART II - RECOMMENDER DATA**

14. NAME	15. ADDRESS
16. TITLE/POSITION	17. RANK
18. RELATIONSHIP TO AWARDEE	19. SIGNATURE

**PART III - JUSTIFICATION AND CITATION DATA** (Use specific bullet examples of meritorious acts or service)**20. ACHIEVEMENTS****ACHIEVEMENT #1**

SEE ATTACHED NARRATIVE

**ACHIEVEMENT #2**

SEE ATTACHED NARRATIVE

**ACHIEVEMENT #3**

SEE ATTACHED NARRATIVE

**ACHIEVEMENT #4**

SEE ATTACHED NARRATIVE

**21. PROPOSED CITATION**

SEE ATTACHED CITATION

NAME SAMPLE ACHIEVEMENT LOM		SSN	
<b>PART IV - RECOMMENDATIONS/APPROVAL/DISAPPROVAL</b>			
22. I certify that this individual is eligible for an award in accordance with AR 600-8-22; and that the information contained in Part I is correct.		22a. SIGNATURE	22b. DATE
23. INTERMEDIATE AUTHORITY	a. TO MILDEP ASA(ALT)	b. FROM DIRECTOR ACA	c. DATE
d. RECOMMEND: <input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL		UPGRADE TO: DOWNGRADE TO:	
e. NAME SANDRA O. SIEBER		f. RANK SES	
g. TITLE/POSITION DIRECTOR ACA		h. SIGNATURE	
i. COMMENTS			
24. INTERMEDIATE AUTHORITY	a. TO ASA(ALT)	b. FROM MILDEP ASA(ALT)	c. DATE
d. RECOMMEND: <input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL		UPGRADE TO: DOWNGRADE TO:	
e. NAME JOSEPH L. YAKOVAC		f. RANK LTG	
g. TITLE/POSITION MILDEP TO ASA(ALT)		h. SIGNATURE	
i. COMMENTS			
25. INTERMEDIATE AUTHORITY	a. TO AMIN ASSIST TO SEC ARMY	b. FROM ASA(ALT)	c. DATE
d. RECOMMEND: <input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL		UPGRADE TO: DOWNGRADE TO:	
e. NAME CLAUDE M. BOLTON, JR		f. RANK EXL IV	
g. TITLE/POSITION ASA(ALT)		h. SIGNATURE	
i. COMMENTS			
26. APPROVAL AUTHORITY	a. TO ORDERING ISSUING AUTHORITY	b. FROM ADMIN ASSIST TO SEC ARMY	c. DATE
d. <input type="checkbox"/> APPROVED <input type="checkbox"/> DISAPPROVED		RECOMMEND UPGRADE TO: DOWNGRADE TO:	
e. NAME SANDRA R. RILEY		f. RANK SES	
g. TITLE/POSITION ADMINISTRATIVE ASSISTANT TO SECRETARY ARMY		h. SIGNATURE	
i. COMMENTS			
<b>PART V - ORDERS DATA</b>			
27a. ORDERS ISSUING HQ	27b. PERMANENT ORDER NO.	31. DISTRIBUTION	
28a. NAME OF ORDERS APPROVAL AUTHORITY	28b. RANK		
28c. TITLE/POSITION	29. APPROVED AWARD		
28d. SIGNATURE	30. DATE		

## NARRATIVE

Lieutenant Colonel XXXXX X XXXXX, SSN-XX-XXXX, is recognized for exceptionally meritorious service while serving as XX from XXXXX to XXXX. Lieutenant Colonel XXXXXXXXXXXX tenaciously displayed superior technical and interpersonal skills as ....., gaining the approval of over 180 statements of work valued in excess of \$58M. His devoted efforts as the .... resulted in the award of three major contracts, exceeding a total of \$200M. This enabled XXXXX and XXXXX to XXXXXXXXXXXXXXXXXXXXXXXX thus significantly contributing XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX. He developed various training initiatives which resulted in a significant increase in the certification level of all contracting personnel within his organization. Simultaneously, he efficiently transitioned from the XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX to the Standard Procurement System (SPS).

Lieutenant Colonel XXXXXXXXXXXX's dynamic leadership, perseverance, and commitment were instrumental in resolving or closing out numerous longstanding issues with XXXXXXXXXXXXXXXXXXXXXXXX. From the XXXXXXXXXXXXXXXXXXXXXXXX, his untiring efforts and flawless support significantly enhanced the Army's XXXXXXXXXXXXXXXXXXXXXXXX. He effectively developed/implemented a XXXXXXXXXXXXXXXXXXXXXXXX process to provide timely and accurate estimates of base operations (BASOPS) contract costs, which are a major part of the XXXXXXXX Command's budget. This new process single-handedly reduced the BASOPS contract costs for the installation by \$XX, between FYXX and FYXX, thus allowing the installation commander to use those funds on other crucial high priority needs.

On behalf of the installation, Lieutenant Colonel XXXXXXXX crafted and signed a XXXXXXXX contract, with XXXXXXXXXXXXXXXXXXXXXXXX, to privatize XXXXXXXX's electrical system, which incorporated an innovative approach to achieve \$8.5M in savings over this period. The savings will be used to perform critically needed upgrades for XXXXXXXXXXXXXXXXXXXXXXXX. His exceptionally meritorious service reflects great credit upon himself, the Army Contracting Agency and the United States Army.

### NOTE:

**LIMIT NARRATIVE TO ONE PAGE (1/2 inch margins, size 10 print, and single spacing is allowed)**

**BE SPECIFIC AND QUANTITATIVE WITH EXAMPLES IN JUSTIFICATION**

**SUBMIT ORB WITH AWARD NOMINATION PACKAGE**



## CITATION

Exceptionally meritorious performance of duty while assigned as the XXXXXXXXXXXX, XXXXXXXXXXXXXXXXXXXXXXXX.  
Lieutenant Colonel XXXXXXXXXXXX's exceptional leadership directly contributed to the success of this command in the execution and administration of over XXXXX complex contractual actions exceeding \$XXXXXX. The XXXXXXXX flawlessly executed its XXXXXXXX mission, XXXXXXXX, and exceeded all Army Contracting Agency performance objectives. His performance clearly demonstrates his exceptional leadership ability, consummate technical and negotiation skills, and epitomizes the standards of selfless service and excellence expected of a true professional. Lieutenant Colonel XXXXXXXX's meritorious performance reflects great credit upon him the Army Contracting Agency, and the United States Army.

## NOTE:

IF THE FINAL SENTENCE BEGINS WITH HE/SHE USE REFLECTS GREAT CREDIT ON HIMSELF OR HERSELF

IF THE FINAL SENTENCE BEGINS WITH A NAME USE REFLECTS GREAT CREDIT ON HIM OR HER

**RECOMMENDATION FOR AWARD**

For use of this form, see AR 600-8-22; the proponent agency is ODCSPER

For valor/heroism/wartime and all awards higher than MSM, refer to special instructions in Chapter 3, AR 600-8-22.

1. TO OSA, ALT, 103 ARMY PENTAGON WASHINGTON, DC 20310		2. FROM		3. DATE	
<b>PART I - SOLDIER DATA</b>					
4. NAME SAMPLE MSM		5. RANK		6. SSN	
7. ORGANIZATION		8. PREVIOUS AWARDS			
9. BRANCH OF SERVICE U.S. Army		10. RECOMMENDED AWARD MSM		11. PERIOD OF AWARD	
				a. FROM	b. TO
12. REASON FOR AWARD		13. POSTHUMOUS			
12a. INDICATE ACH, SVC, PCS, ETS, OR RET		12b. INTERIM AWARD			
		IF YES, STATE AWARD GIVEN			
		YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>		YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	
<b>PART II - RECOMMENDER DATA</b>					
14. NAME		15. ADDRESS			
16. TITLE/POSITION		17. RANK			
18. RELATIONSHIP TO AWARDEE		19. SIGNATURE			
<b>PART III - JUSTIFICATION AND CITATION DATA</b> <i>(Use specific bullet examples of meritorious acts or service)</i>					
20. ACHIEVEMENTS					
ACHIEVEMENT #1					
BULLET OR PARAGRAPH FORMATTED DETAILED ACHIEVEMENT					
ACHIEVEMENT #2					
BULLET OR PARAGRAPH FORMATTED DETAILED ACHIEVEMENT					
ACHIEVEMENT #3					
BULLET OR PARAGRAPH FORMATTED DETAILED ACHIEVEMENT					
ACHIEVEMENT #4					
BULLET OR PARAGRAPH FORMATTED DETAILED ACHIEVEMENT					
21. PROPOSED CITATION					
For exceptionally meritorious service from XXXXX to XXXX while serving as XXXXXXXX. Lieutenant Colonel XXXXX continually demonstrated outstanding leadership ability and superb technical skills while supporting XXXXXXXXXXXX and the Army Contracting Agency. Continue with specific achievement. Lieutenant Colonel XXXXXX's dedication and professionalism reflect great credit upon him, the Army contracting Agency, and the United States Army.					

NAME SAMPLE MSM		SSN	
<b>PART IV - RECOMMENDATIONS/APPROVAL/DISAPPROVAL</b>			
22. I certify that this individual is eligible for an award in accordance with AR 600-8-22; and that the information contained in Part I is correct.		22a. SIGNATURE	22b. DATE
23. INTERMEDIATE AUTHORITY	a. TO DIRECTOR, ACA	b. FROM REGIONAL PARC OR COMMANDER	c. DATE
d. RECOMMEND: <input checked="" type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL		UPGRADE TO: DOWNGRADE TO:	
e. NAME CORRECT SIGNATURE BLOCK FOR PARC OR CDR		f. RANK	
g. TITLE/POSITION		h. SIGNATURE	
i. COMMENTS			
24. INTERMEDIATE AUTHORITY	a. TO MILDEP ASA(ALT)	b. FROM DIRECTOR, ACA	c. DATE
d. RECOMMEND: <input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL		UPGRADE TO: DOWNGRADE TO:	
e. NAME SANDRA O. SIEBER		f. RANK SES	
g. TITLE/POSITION DIRECTOR, ACA		h. SIGNATURE	
i. COMMENTS			
25. INTERMEDIATE AUTHORITY	a. TO ASA(ALT)	b. FROM MILDEP ASA(ALT)	c. DATE
d. RECOMMEND: <input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL		UPGRADE TO: DOWNGRADE TO:	
e. NAME JOSEPH L. YAKOVAC		f. RANK LTG	
g. TITLE/POSITION MILDEP TO ASA(ALT)		h. SIGNATURE	
i. COMMENTS			
26. APPROVAL AUTHORITY	a. TO ORDER ISSUING AUTHORITY	b. FROM ASA(ALT)	c. DATE
d. <input type="checkbox"/> APPROVED <input type="checkbox"/> DISAPPROVED		RECOMMEND UPGRADE TO: DOWNGRADE TO:	
e. NAME CLAUDE M. BOLTON, JR		f. RANK EXL IV	
g. TITLE/POSITION ASA(ALT)		h. SIGNATURE	
i. COMMENTS			
<b>PART V - ORDERS DATA</b>			
27a. ORDERS ISSUING HQ	27b. PERMANENT ORDER NO.	31. DISTRIBUTION	
28a. NAME OF ORDERS APPROVAL AUTHORITY	28b. RANK		
28c. TITLE/POSITION	29. APPROVED AWARD		
28d. SIGNATURE	30. DATE		

**RECOMMENDATION FOR AWARD**

For use of this form, see AR 600-8-22; the proponent agency is ODCSPER

For valor/heroism/wartime and all awards higher than MSM, refer to special instructions in Chapter 3, AR 600-8-22.

1. TO DIRECTOR , ARMY CONTRACTING AGENCY	2. FROM REGIONAL PARC OR COMMANDER	3. DATE
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**PART I - SOLDIER DATA**

4. NAME SAMPLE ARCOM OR AAM	5. RANK	6. SSN
7. ORGANIZATION	8. PREVIOUS AWARDS	
9. BRANCH OF SERVICE U.S. Army	10. RECOMMENDED AWARD ARCOM	11. PERIOD OF AWARD a. FROM b. TO
12. REASON FOR AWARD	13. POSTHUMOUS	
12a. INDICATE ACH, SVC, PCS, ETS, OR RET	12b. INTERIM AWARD IF YES, STATE AWARD GIVEN	YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>

**PART II - RECOMMENDER DATA**

14. NAME	15. ADDRESS
16. TITLE/POSITION	17. RANK
18. RELATIONSHIP TO Awardee	19. SIGNATURE

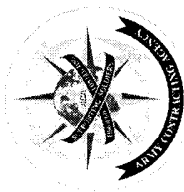
**PART III - JUSTIFICATION AND CITATION DATA** (Use specific bullet examples of meritorious acts or service)

20. ACHIEVEMENTS
ACHIEVEMENT #1 BULLET OR PARAGRAPH FORMATTED DETAILED ACHIEVEMENT
ACHIEVEMENT #2 BULLET OR PARAGRAPH FORMATTED DETAILED ACHIEVEMENT
ACHIEVEMENT #3 BULLET OR PARAGRAPH FORMATTED DETAILED ACHIEVEMENT
ACHIEVEMENT #4 BULLET OR PARAGRAPH FORMATTED DETAILED ACHIEVEMENT

**21. PROPOSED CITATION**

**FOR EXCEPTIONALLY MERITORIOUS SERVICE DURING THE PERIOD XXXXXX TO XXXX WHILE SERVING AS XXXXXXXXX, XXXXXXXX, XXXXXXXX. STAFF SERGEANT XXXXXX ALWAYS PUT THE MISSION FIRST AND PERFORMED HIS DUTIES IN AN EXEMPLARY MANNER. INCLUDE SIGNIFICANT ACHIEVEMENT. HIS CONTRIBUTIONS AND SUPERB PERFORMANCE OF DUTY REFLECT GREAT CREDIT UPON HIMSELF, THE ARMY CONTRACTING AGENCY AND THE UNITED STATES ARMY.**

NAME SAMPLE ARCOM OR AAM		SSN	
<b>PART IV - RECOMMENDATIONS/APPROVAL/DISAPPROVAL</b>			
22. I certify that this individual is eligible for an award in accordance with AR 600-8-22; and that the information contained in Part I is correct.		22a. SIGNATURE	22b. DATE
23. INTERMEDIATE AUTHORITY	a. TO DIRECTOR, ACA	b. FROM REGIONAL PARC OR COMMANDER	c. DATE
d. RECOMMEND: <input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL		UPGRADE TO: DOWNGRADE TO:	
e. NAME REGIONAL PARC OR COMMANDER'S SIGNATURE BLOCK		f. RANK	
g. TITLE/POSITION		h. SIGNATURE	
i. COMMENTS			
24. INTERMEDIATE AUTHORITY	a. TO	b. FROM	c. DATE
d. RECOMMEND: <input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL		UPGRADE TO: DOWNGRADE TO:	
e. NAME		f. RANK	
g. TITLE/POSITION		h. SIGNATURE	
i. COMMENTS			
25. INTERMEDIATE AUTHORITY	a. TO	b. FROM	c. DATE
d. RECOMMEND: <input type="checkbox"/> APPROVAL <input type="checkbox"/> DISAPPROVAL		UPGRADE TO: DOWNGRADE TO:	
e. NAME		f. RANK	
g. TITLE/POSITION		h. SIGNATURE	
i. COMMENTS			
26. APPROVAL AUTHORITY	a. TO ORDER ISSUING AUTHORITY	b. FROM DIRECTOR, ACA	c. DATE
d. <input type="checkbox"/> APPROVED <input type="checkbox"/> DISAPPROVED		RECOMMEND UPGRADE TO: DOWNGRADE TO:	
e. NAME SANDRA O. SIEBER		f. RANK SES	
g. TITLE/POSITION DIRECTOR, ACA		h. SIGNATURE	
i. COMMENTS			
<b>PART V - ORDERS DATA</b>			
27a. ORDERS ISSUING HQ	27b. PERMANENT ORDER NO.	31. DISTRIBUTION	
28a. NAME OF ORDERS APPROVAL AUTHORITY	28b. RANK		
28c. TITLE/POSITION	29. APPROVED AWARD		
28d. SIGNATURE	30. DATE		



# Civilian Awards

## Honorary Awards

AWARD	APPROVAL LEVEL			LEAD TIME
	OUTSIDE NCR - Regions & ITEC4 - Less HQ	INSIDE NCR (HQ ACA)		
Exceptional Civilian Service Award	Secretary Army	Secretary Army		90 Days
Meritorious Civilian Service Award	AASA (Ms. Riley)	AASA (Ms. Riley)		60 Days
Superior Civilian Service Award	Director ACA	Principal Official (Mr. Bolton)		45 Days
Commander's Award for Civilian Service	Director ACA <u>or</u> Regional Commanders/Directors/Civilian Equivalents			
	Director ACA <u>or</u> Regional O6 (COL) Commanders/Directors/Civilian Equivalents <u>or</u> Local DOC Commanders/Civilian Equivalents	Principal Official (Mr. Bolton)		45 Days
Achievement Medal for Civilian Service		Principal Official (Mr. Bolton)		45 Days

## Monetary Awards

AWARD	APPROVAL LEVEL			LEAD TIME
	OUTSIDE NCR - Regions & ITEC4 - Less HQ	INSIDE NCR (HQ ACA)		
Excess of \$10,000	Through Chain of Command to Secretary Army (Army Incentive Awards Board)	Secretary Army		90 Days
Excess of \$5000 and Up to \$10,000	Through Chain of Command to Principal Official (Mr. Bolton)	Principal Official (Mr. Bolton)		45 Days
Up to \$5000	Director ACA <u>or</u> Regional O6 (COL) Commanders/Directors/Civilian Equivalents unless redelegated to Local DOC Commanders/Civilian Equivalents	Director ACA		Establish Regionally

RM – Human Resources

# NOMINATION PACKAGE CHECKLIST MERITORIOUS CIVILIAN SERVICE AWARD

<b>DA Form 1256</b>	Do not abbreviate titles of positions or organizations. DA Form 1256 will be completed as follows:
	Complete telephone numbers including area codes.
	Dates covered are the dates of the significant accomplishment or act.
	Inclusive dates for the nomination period do not coincide with the period of time covered by previous recognition for the same type of award.
	Block 6c: Period of service to be recognized completed and dates match the written justification and citation
	Block 7a: Sandra O. Sieber, Director ACA
	Block 11: Claude M. Bolton, Jr., ASA(ALT)
	Block 13: Sandra R. Riley, AASA
<b>Citation</b>	One paragraph consisting of 50 to 60 words, includes name, title, place of employment, and period of time covered by the award. Highlights the nominee's specific achievement(s). No abbreviations; spell out United States.
<b>Justification</b>	Summary of achievements and benefits, not more than two single-spaced pages, stated in specific terms, and including date(s) of achievement(s). Be as specific and quantitative as possible.
<b>Previous Awards</b>	Begin with the current year and list other previous award recognitions, such as honorary awards, Exceptional Performance Ratings, Performance or Contribution Awards, Quality Step Increases, or special citations.
<b>Employment Status</b>	Indicate in writing if the award nominee is leaving your organization for another position or is retiring. If the employee is retiring list the name and location, e.g., city and state, where the retirement ceremony is to be held.
<b>EEO Certification</b>	Equal Employment Opportunity (EEO) officer will review for pending and past EEO complaints. EEO Representative's typed name, together and signatures required on DA Form 1256
<b>HR Certification</b>	Human Resources Office will review for adverse actions. HR representative's typed name and signature required on DA Form 1256
<b>Period of Service to be Recognized</b>	Inclusive dates for the nomination period should not coincide with the period of time covered by previous recognition for the same type of award and cannot be submitted as a cumulative retirement award. Include written verification that the current award nomination does not include any previously recognized accomplishments or achievements that were included in the receipt of any other award.

# NOMINATION PACKAGE CHECKLIST

## DECORATION FOR EXCEPTIONAL CIVILIAN SERVICE

<b>Endorsement.</b>	Memorandum signed by the PARC summarizing the award nominee's accomplishments. The memorandum may also include the personal views of the PARC. Also include a point of contact and telephone number of the person submitting the nomination package in the event further clarification is required.
<b>DA Form 1256</b>	Do not abbreviate titles of positions or organizations. DA Form 1256 will be completed as follows: Complete telephone numbers including area codes. Dates covered are the dates of the significant accomplishment or act. Inclusive dates for the nomination period do not coincide with the period of time covered by previous recognition for the same type of award. Block 6c: Period of service to be recognized completed and dates match the written justification and citation Block 7a: Sandra O. Sieber, Director ACA Block 11: Claude M. Bolton, Jr., ASA(ALT) Block 13: Sandra R. Riley, AASA
<b>Biographical Data</b>	Brief biographical sketch including the following: Date and place of birth. Education and degrees conferred Significant employment record. Type of appointment
<b>Citation</b>	One paragraph consisting of 50 to 60 words, includes name, title, place of employment, and period of time covered by the award. Highlights the nominee's specific achievement(s). No abbreviations; spell out United States.
<b>Justification</b>	Summary of achievements and benefits, not more than two single-spaced pages, stated in specific terms, and including date(s) of achievement(s). Be as specific and quantitative as possible.
<b>Previous Awards and Publications</b>	Begin with the current year and list other previous award recognitions, such as honorary awards, Exceptional Performance Ratings, Performance or Contribution Awards, Quality Step Increases, or special citations. List publications by title and date.
<b>Employment Status</b>	Indicate in writing if the award nominee is leaving your organization for another position or is retiring. If the employee is retiring list the name and location, e.g., city and state, where the retirement ceremony is to be held.
<b>EEO Certification</b>	Equal Employment Opportunity (EEO) officer will review for pending and past EEO complaints. EEO Representative's typed name, together and signatures required on DA Form 1256
<b>HR Certification</b>	Human Resources Office will review for adverse actions. HR representative's typed name and signature required on DA Form 1256
<b>Photograph</b>	Head and shoulders view (professional attire preferred) to be used in the Secretary of the Army Awards Ceremony program booklet.
<b>Period of Service to be Recognized</b>	Inclusive dates for the nomination period should not coincide with the period of time covered by previous recognition for the same type of award and cannot be submitted as a cumulative retirement award. Include written verification that the current award nomination does not include any previously recognized accomplishments or achievements that were included in the receipt of any other award.



# NOMINATION PACKAGE CHECKLIST SUPERIOR CIVILIAN SERVICE AWARD

<b>DA Form 1256</b>	<p>Do not abbreviate titles of positions or organizations. DA Form 1256 will be completed as follows:</p> <p>Complete telephone numbers including area codes.</p> <p>Dates covered are the dates of the significant accomplishment or act.</p> <p>Inclusive dates for the nomination period do not coincide with the period of time covered by previous recognition for the same type of award.</p> <p>Block 6c: Period of service to be recognized completed and dates match the written justification and citation</p> <p><b>FOR DIRECTOR ACA APPROVAL</b></p> <p>Block 7a: Nominating Official</p> <p>Block 11: Regional Director (PARC) unless nominating official</p> <p>Block 13: Sandra O. Sieber, Director ACA</p> <p><b>FOR ASA (ALT) APPROVAL</b></p> <p>Block 7a: Nominating Official</p> <p>Block 11: Sandra O. Sieber, Director ACA unless nominating official</p> <p>Block 13: Claude M. Bolton, Jr., ASA(ALT)</p>
<b>Citation</b>	One paragraph consisting of 50 to 60 words, includes name, title, place of employment, and period of time covered by the award. Highlights the nominee's specific achievement(s). No abbreviations; spell out United States.
<b>Justification</b>	Summary of achievements and benefits, not more than two single-spaced pages, stated in specific terms, and including date(s) of achievement(s). Be as specific and quantitative as possible.
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NOMINATION  
SUPERIOR CIVILIAN SERVICE AWARD  
XXXXXX. XXXXXXX

JUSTIFICATION:

Ms. XXXXXXX is recognized for exceptional customer focus, superior leadership skills and exacting business acumen. During the period XXXXX through XXXXXX, Ms. XXXXXXX made numerous significant contributions as a XXXXXXXXXXXX. She has been steadfastly dedicated to the achievement of improved customer service and satisfaction, greater teaming with industry, process improvements and support of XXXX's customers.

As the Administrative Contracting Officer (ACO) for the XXXXXXX, Ms. XXXXXXX has played a key role in providing logistical support for dozens of U.S. Army and other Department of Defense (DoD) customers. As the ACO, she has managed this extremely flexible contracting tool and maintained it in a manner to maximize its readiness to support exigent requirements, including those in support of wars and operations other than war in support of the Global War on Terrorism (GWOT). As an example, she modified the contracts to include necessary language for deployment of contractor employees and revised procedures to comply with statutory changes.

In addition to her role as XXXXX, Ms. XXXXXXX leads the team that provides support to some of the most critical operations in the U. S. Army. As the XXXXXXX and XXXXXXX deployed for Operations Enduring and Iraqi Freedom, and as the XXXXXXX Army geared up to train deploying troops, Ms. XXXXXXX provided stellar support. This includes the total reset of the XXXXXXX Reverse Osmosis Water Purification Units, largely destroyed during OIF. Thanks to Ms. XXXXXXX and her team, these have now been completely restored to full operational capacity, ready to provide potable water to our troops. In addition, her contracts have provided the Command Post Exercise scripts to train troops deploying to Afghanistan and Iraq, have established a tactical communication link between Afghanistan, Iraq, Kuwait and the continental United States, and have provided a vast number of supplies and other services.

Of particular note, in April/May 2004, Ms. XXXXXXX and her team responded to five extremely urgent requirements for the XXXXXXX. Due to a shortage of training battalions, the XXXXX Army unexpectedly found itself paradoxically with an unprecedented number of deployments to support with role player training, but without sufficient troops to establish the scenarios and to play the roles of enemy combatants. Through truly extraordinary dedication and competence, Ms. XXXXXXX was able, on an emergency basis, to negotiate contracts to support training for XXXXXXXXXXXX, to provide tactical driver's training, to provide civilians on the battlefield for the XXXXXXXXXXXX pre-deployment training and also for exercises in support of OIF. In addition, she took action to provide Combat Life Support training for deploying forces for the XXXXX. All of this training has been proven to increase the effectiveness and survivability of our troops upon arrival in theatre. Only an extremely dedicated and

highly effective individual could have accomplished all of this in little over one month, and with such outstanding results. Thanks to Ms. XXXXXX's leadership, customer focus and expert knowledge of contracting, XXXXX was able to support these critical requirements.

While accomplishing this critical contracting mission, Ms. XXXXXXXX did not lose sight of the need to support socio-economic programs. She is a vocal advocate of small businesses and has taken a strong stand in support of small and small disadvantaged businesses. In this case, she located a native American owned small disadvantaged business capable of providing the role playing civilians on the battlefield requirement and placed a contract valued at close to \$7 Million.

Ms. XXXXX's support of the ACA's vision, core competencies, and mission by providing exceptional service and contributions are in keeping with the highest traditions of Civil Service and are most deserving of recognition with the Superior Civilian Service Award.

#### CITATION

FOR EXCEPTIONAL PERFORMANCE OF DUTIES FROM XXXXXX, THROUGH XXXXXXXXXX. MS. XXXXX PROVIDED OUTSTANDING PERFORMANCE IN A VARIETY OF ASSIGNMENTS WITHIN THE XXXXXXXXXXXXX, ARMY CONTRACTING AGENCY. HER TENURE CONCLUDES 30 YEARS OF SUPERIOR SERVICE TO AMERICA. HER TECHNICAL COMPETENCE, PROFESSIONAL DEMEANOR, AND SINCERE DESIRE TO PROVIDE CUSTOMER SERVICE IN THE SUPPORT OF THE ARMY'S XXXXXXXXX ARE LANDMARKS FOR ALL TO EMULATE. MS. XXXXXX'S PROFESSIONALISM, ACCOMPLISHMENTS, AND PERSONAL DEDICATION REPRESENTS THE FINEST TRADITIONS OF SERVICE AND REFLECT GREAT CREDIT UPON HER, THE ARMY CONTRACTING AGENCY, AND THE UNITED STATES ARMY.

# NOMINATION PACKAGE CHECKLIST

## COMMANDER'S AWARD FOR CIVILIAN SERVICE

<b>DA Form 1256</b>	<p>Do not abbreviate titles of positions or organizations. DA Form 1256 will be completed as follows:</p> <p>Complete telephone numbers including area codes.</p> <p>Dates covered are the dates of the significant accomplishment or act.</p> <p>Inclusive dates for the nomination period do not coincide with the period of time covered by previous recognition for the same type of award.</p> <p>Block 6c: Period of service to be recognized completed and dates match the written justification and citation</p> <p><b>FOR LOCAL APPROVAL</b></p> <p>Block 7a: Nominating Official</p> <p>Block 13: Regional Director (PARC)</p> <p><b>FOR DIRECTOR ACA APPROVAL</b></p> <p>Block 7a: Nominating Official</p> <p>Block 11: Regional Director (PARC) unless nominating official</p> <p>Block 13: Sandra O. Sieber, Director ACA</p> <p><b>FOR ASA (ALT) APPROVAL</b></p> <p>Block 7a: Nominating Official</p> <p>Block 11: Sandra O. Sieber, Director ACA unless nominating official</p> <p>Block 13: Claude M. Bolton, Jr., ASA(ALT)</p>
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<b>Justification</b>	Summary of achievements and benefits, not more than two single-spaced pages, stated in specific terms, and including date(s) of achievement(s). Be as specific and quantitative as possible.
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## **JUSTIFICATION**

### **FOR COMMANDER'S AWARD FOR CIVILIAN SERVICE AWARD**

#### **EMPLOYEE'S NAME**

MS. XXXXX XXXXX is recommended for the Commander's Award for Civilian Service for her exceptional contribution to XXXXXXXXXXXXXXXX from XXXXX through XXXXXX. In her position as XXXXXXXXXXXXXXXX, Ms. XXXXXX established her professional competence and value to XXXXXXXX through long hours of successful efforts monitoring and maintaining the XXXXXXXX Government Purchase Card program. Ms. XXXXXX was a devoted XXXXXXXX employee always seeking to upgrade and enhance her skills as a program manager and team lead. Ms. XXXXXX's success was due to her self-acquired knowledge and her desire to more than adequately maintain a never ceasing fast pace purchase card program. Her determination to satisfy her customers and loyalty to the organization resulted in the successful operation and maintenance of the Government Purchase Card Program for XXXXXXXX and surrounding recruitment and reserve units. Ms. XXXXXX's devotion to duty and selfless service kept the purchase card program functioning in spite of resource challenges. Her technical knowledge, professionalism, and enthusiasm reflect great credit to herself, the Army Contracting Agency, and the United States Army.

**CITATION**

**FOR COMMANDER'S AWARD FOR CIVILIAN SERVICE AWARD**

**EMPLOYEE'S NAME**

FOR EXCEPTIONAL PERFORMANCE OF DUTIES FROM XXXXX THROUGH XXXXXX. MS. XXXXXX PROVIDED OUTSTANDING PERFORMANCE IN A VARIETY OF ASSIGNMENTS WITHIN THE XXXXXXXX. HER TECHNICAL COMPETENCE, PROFESSIONAL DEMEANOR, AND SINCERE DESIRE TO PROVIDE CUSTOMER SERVICE UNDER THE GOVERNMENT'S PURCHASE CARD PROGRAM ARE LANDMARKS FOR ALL TO EMULATE. MS. XXXXXX'S PROFESSIONALISM, ACCOMPLISHMENTS, AND PERSONAL DEDICATION REPRESENT THE FINEST TRADITIONS OF SERVICE AND REFLECT GREAT CREDIT UPON HER, THE ARMY CONTRACTING AGENCY, AND THE UNITED STATES ARMY.



# NOMINATION PACKAGE CHECKLIST

## ACHIEVEMENT MEDAL FOR CIVILIAN SERVICE

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# NOMINATION PACKAGE CHECKLIST

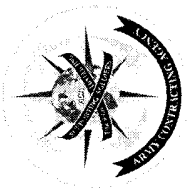
## CERTIFICATE OF ACHIEVEMENT

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# NOMINATION PACKAGE CHECKLIST

## INDIVIDUAL CASH AWARD IN EXCESS OF \$10,000

<b>Endorsement.</b>	Memorandum signed by the PARC summarizing the award nominee's accomplishments. The memorandum may also include the personal views of the PARC. Also include a point of contact and telephone number of the person submitting the nomination package in the event further clarification is required.
<b>DA Form 1256</b>	Do not abbreviate titles of positions or organizations. DA Form 1256 will be completed as follows: Complete telephone numbers including area codes. Dates covered are the dates of the significant accomplishment or act. Inclusive dates for the nomination period do not coincide with the period of time covered by previous recognition for the same type of award. Block 6c: Period of service to be recognized completed and dates match the written justification and citation Block 7a: Sandra O. Sieber, Director ACA Block 11: Claude M. Bolton, Jr., ASA(ALT) Block 13: Sandra R. Riley, AASA
<b>Biographical Data</b>	Brief biographical sketch including the following: Date and place of birth. Education and degrees conferred Significant employment record. Type of appointment
<b>Citation</b>	One paragraph consisting of 50 to 60 words, includes name, title, place of employment, and period of time covered by the award. Highlights the nominee's specific achievement(s). No abbreviations; spell out United States.
<b>Justification</b>	Summary of achievements and benefits, not more than two single-spaced pages, stated in specific terms, and including date(s) of achievement(s). Be as specific and quantitative as possible.
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# *Military Evaluations*

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- Evaluations **MUST** be submitted in a timely manner (within 30 days of end date)
- Mrs. Sieber's profiles are maturing
- Anticipate career needs of your soldiers
- Not everyone "Top Blocks" every time
- Follow attached checklist for completing OERs

RM – Human Resources

# OER CHECKLIST

NAME:		
REGION/ORGANIZATION:		
DATE RECEIVED:		
AR 623-105, Officer Evaluation Reporting System		
FORM: DA 67-9, OCT 97		
	YES	NO
<b>Part 1 - Administrative Data</b>		
Is the designated specialty for officer entered?		
Is the unit and MACOM entered in all capital letters and include UIC?		
Is the proper code used and the description used? AR 623-105, Table 3-3		
Is the period covered from the date of the last OER to the end of the rating period?		
- For annual rating end date should be one day less than start date		
- Example 10/31/03 to 10/30/04		
Is the total number of rated months computed, excluding any non-rated months?		
Are any non-rated codes used?		
Are the number of listed enclosures included		
Is the box checked indicating the disposition of the rated officer's copy of this report		
Is the CMD code entered as AC?		
Is the PSC Code entered? The PSB code should be the code for the PSB that supports the rated officer's installation		
Verify that the SSN is correct.		
<b>Part 2 Authentication</b>		
Is the Rater's name, SSN, Rank, and Duty Assignment entered properly?		
Is the Intermediate Rater's name, SSN, Rank, and Duty Position entered properly?		
Is the Senior Rater's name, SSN, Rank, Duty Position, Organization's address, Branch, DSN Number and email address entered properly?		
- NAME OF SENIOR RATER: SIEBER, SANDRA O.		
- RANK: SES		
- POSITION: DIRECTOR ACA		
- SENIOR RATER'S ORGANIZATION: ARMY CONTRACTING AGENCY, FALLS CHURCH, VA 22041-3201		
- BRANCH: DAC		
- PHONE NUMBER: DSN 761-1043		
- EMAIL ADDRESS: sandy.sieber@us.army.mil		
Did the Rated Officer, Rater, and Intermediate Rater sign the report?		
Are the dates left blank?		
<b>Part 3 Duty Description</b>		
Is the ratee's principle duty title correct?.		
Is the ratee's position AOC/BR correct?.		
Are the ratee's significant duties and responsibilities entered?		
<b>Part 4 Performance Evaluation - Professionalism (Rater)</b>		
Is the YES or NO block marked with an "X" for each of the listed values? Comments are mandatory for any entries of "NO".		
Is the YES or NO block marked for each attributes skill/action?		

# OER CHECKLIST

	YES	NO
<b>Part 4 Performance Evaluation - Professionalism (Rater) - Continued</b>		
Are a total of 6 Attributes/Skills/Actions selected that best positively describe the rated officer?		
- One of the three Attributes		
- Two of the four Skills		
- Three of nine Actions		
Is "PASS or "FAIL" or "PROFILE" in the space for APFT and the month and 4 digit year entered?		
Is the month and year of the APFT within the rating period?		
Is "YES" or "NO" entered next to the weight indicating whether the rated officer meets the body composition standards per AR 600-9		
<b>Part 5 Performance and Potential Evaluation (Rater)</b>		
Is a box checked to compare the rated officer with their contemporaries?		
Does the comment of this section include an assessment of performance and future potential?		
Is there a break between the performance and potential comments?		
Is a recommendation for Career Field Designation or comment on any unique skills or expertise included?		
<b>Part 6 Intermediate Rater (if applicable)</b>		
Did the intermediate rater complete mandatory comments?		
<b>Part 7 Senior Rater</b>		
Did the senior rater check a box to compare the rated officer with all other officers of the same grade?		
Is the total numbers of officers rated complete?		
Is a block checked either "YES" or "NO" for the 67-9-1?		
Is a ACOM, COM, BCOM(R) or BCOM(DNR) box checked and initialed?		
Is the senior rater comment section that includes an assessment of the rated officers performance and future potential completed?		
Are three future assignments included?		

Paragraph numbers in the form blocks below indicate where specific guidance can be found in AR 623-105.

<b>OFFICER EVALUATION REPORT</b> <small>For use of this form, see AR 623-105; the proponent agency is ROCSMPCB</small>										<b>SEE PRIVACY ACT STATEMENT</b> <small>ON DA FORM 67-9-1</small>											
<b>PART I - ADMINISTRATIVE DATA</b>																					
a. NAME (Last, First, Middle Initial) <b>3-16.d.</b>				b. GRADE <b>3-16.d.</b>		c. DATE OF BIRTH <b>3-16.d.</b>		d. BRANCH <b>3-16.d.</b>		e. GRADE / CODE <b>3-16.d.</b>											
f. UNIT, DTD, STATION ZIP CODE OR APO, MAJOR COMMAND								g. REASON FOR SUBMISSION <b>3-16.d.</b>													
h. PERIOD COVERED				i. DATES COVERED		j. DATE OF EVAL		k. PERIOD COVERED (Check one)		l. PDD CODE											
<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="width:25%;">Year</td> <td style="width:25%;">Month</td> <td style="width:25%;">Day</td> <td style="width:25%;">Year</td> <td style="width:25%;">Month</td> <td style="width:25%;">Day</td> </tr> <tr> <td colspan="6" style="text-align: center;"><b>3-16.d.</b></td> </tr> </table>				Year	Month	Day	Year	Month	Day	<b>3-16.d.</b>						<b>3-16.d.</b>		<b>3-16.d.</b>		<b>3-16.d.</b>	
Year	Month	Day	Year	Month	Day																
<b>3-16.d.</b>																					
1. Date to Officer <b>3-16.d.</b> 2. Forward to Officer								<b>3-16.d.</b>		<b>3-16.d.</b>											
<b>PART II - AUTHENTICATION (Should officer's signature verify officer has been completed OER Part I and the submit data is correct)</b>																					
a. NAME OF RATER Last, First, MI <b>3-17</b>				b. GRADE <b>3-17</b>		c. POSITION <b>3-17</b>		d. SIGNATURE <b>3-17.c.</b>		e. DATE <b>3-17</b>											
f. NAME OF SUPERVISOR Last, First, MI <b>3-17</b>				g. GRADE <b>3-17</b>		h. POSITION <b>3-17</b>		i. SIGNATURE <b>3-17.c.</b>		j. DATE <b>3-17</b>											
k. NAME OF SENIOR RATER Last, First, MI <b>3-17</b>				l. GRADE <b>3-17</b>		m. POSITION <b>3-17</b>		n. SIGNATURE <b>3-17.c.</b>		o. DATE <b>3-17</b>											
p. NAME OF RATER Last, First, MI <b>3-17.b.</b>				q. GRADE <b>3-17.b.</b>		r. POSITION <b>3-17.b.</b>		s. SIGNATURE <b>3-17.c.</b>		t. DATE <b>3-17</b>											
u. If not a required report, do you wish to make comments? <input type="checkbox"/> Yes, comments are attached <input type="checkbox"/> No																					
<b>PART III - DUTY DESCRIPTION 3-18</b>																					
a. FUNCTION DUTY TITLE <b>3-18.c.</b>								b. POSITION ACCT <b>3-18.c.</b>													
c. SIGNIFICANT DUTIES AND RESPONSIBILITIES REFER TO PART III, DA FORM 67-9-1 <b>3-18.c.</b>																					
<b>PART IV - PERFORMANCE EVALUATION - PROFESSIONALISM (Rating 3-19.a.)</b>																					
<b>CHARACTER</b> <small>Direction of the leader, demonstration of values, standards, and ability to instill leader actions</small>																					
1. ARMY VALUES: Comments mandatory for all "NO" entries. (See PART IVb) <b>3-19.b.</b>																					
2. HONOR: Adherence to the Army's publicly declared code of values				3. INTEGRITY: Possesses high personal moral standards, honest in words and deed				4. COURAGE: Manifests physical and moral bravery													
5. RESPECT: Promotes dignity, consideration, courtesy, & EO				6. SELFLESS SERVICE: Places Army priorities before self				7. DUTY: Exhibits professional, legal, and moral competence													
8. LOYALTY: Shows true faith and allegiance to the U.S. Constitution, the Army, the unit, and the soldier																					
b. LEADER ATTRIBUTES / SKILLS / ACTIONS: First, mark "YES" or "NO" for each block. Second, choose a total of no more than three ATTRIBUTES. Then, list SKILLS (competence), and three ACTIONS (relationships). Place an "X" in the appropriate numbered box with optional comments in PART IVc. Comments are mandatory in Part IVb for all "No" entries. <b>3-19.b.</b>																					
1. ATTRIBUTES (Select 3) Fundamental qualities and characteristics				2. PHYSICAL Maintains appropriate level of physical fitness and military bearing				3. EMOTIONAL Controls emotions, calm under pressure													
4. CONCEPTUAL Demonstrates sound judgment, or technical skills, and reasoning				5. INTERPERSONAL Shows skill with people in listening, teaching, counseling, motivating and encouraging				6. TECHNICAL Possesses the necessary expertise to accomplish all tasks and functions													
7. TACTICAL Demonstrates proficiency in required professional knowledge, judgment, and knowledge																					
c. ACTIONS / LEADERSHIP (Select 3) Major activities leaders perform: influencing, operating, and organizing																					
1. COMMUNICATING Employs oral, written, and listening skills for information exchange				2. DECISION-MAKING Employs sound judgment, logical reasoning, and uses resources wisely				3. MOTIVATING Inspires, motivates, and guides others toward mission accomplishment													
4. PLANNING Develops defined, sequential plans that are feasible, acceptable, and suitable				5. EXECUTING Implements all plans, meets resource standards, and takes care of people resources				6. ASSESSING Uses after action and evaluation tools to facilitate continuous improvement													
7. DEVELOPING Invests adequate time and effort to develop subordinates and others				8. BUILDING Builds trust and resources among team, unit, and others; develops effective climate				9. LEARNING Seeks self improvement and organizational growth; recognizes, identifies and implements change													
d. APPT: <b>3-19.1.b.</b> DATE: <b>3-19.1.b.</b> HEIGHT: <b>3-19.1.c.</b> WEIGHT: <b>3-19.1.c.</b>																					
e. JUNIOR OFFICER DEVELOPMENT: MANDATORY YES OR NO ENTRY FOR RATES OF LT4 AND MAJ4. See MILPER MSG #00-113																					
f. NINE DEVELOPMENTAL TASKS RECORDED ON DA FORM 67-9-1a AND QUARTERLY FOLLOW-UP COUNSELING CONDUCTED? <input type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> NA																					

DA FORM 67-9, OCT 97 (Reverse)